



Off-Post Referral Redesign Task Force



Off-Post Referral Charter

Vision Statement:

Provide an Array of Quality Services for a Global Community of Customers

Mission is to Provide:

- Assistance to customers with all off post housing needs.
- Guidance & assistance to all incoming & departing personnel.
- Quality up-to-date information for customers pertaining to all aspects of military relocation.
- Alternatives for better Soldier choices.
- Mediation of disputes, counseling and education, and local guidance



CHRRS Redesign Team Goals

Develop a roadmap for the Army to approve and implement worldwide for relocation services that is innovative, comprehensive, and the first choice of information when Soldiers, families and civilians relocate

By Using:

- Direct customer feedback (forums and interviews)
- Briefings and coordination with internal groups (automation, ACS, etc.)
- Army housing experts and external consultants
- External stakeholders' (property managers, etc.) participation



CHRRS Redesign

Operational Norms & Values

- Being the Soldier's Advocate
- Listening to the customer.
- Empowered Local Referral Office
- Leverage standard approach across local Operations
- Retention of the right people, skills, talent, and accountability
- Become a source of data gathering & information
- Educate & Communicate Proactively
- Collaborate with other support services
- Be the subject matter expert on community & housing
- Partnering with local communities, military command, and military families
- Be a honest broker for all



CHRRS Redesign

CHRRS Redesign Task Force

HQDA established a CHRRS Taskforce to improve the services provided to Soldiers and families when searching for housing in the community.

- Conducted fact finding visits at Fort Lee, Fort Riley, and Fort Shafter
- Conducted Customer Focus Group meetings to determine Soldier preferences, methods of obtaining information, knowledge and use of the current program
- Conducted External Stakeholder Focus Group meetings to assess current needs of property management community, preferences, and garner new ideas



Task Force Project Timeline

Completed

Fact Finding

- Installation Comparison
- **Customer Focus Groups**
- **Internal and External Stakeholder Sessions**
- Site visits and organizational review
- AR 210-50 Review

In-progress

Program Development

- Common Levels of Support
- Functional and Organizational Chart
- Position Descriptions & Requirements
- Performance Metrics
- SOP Manuals and Websites Created
- Training Outline
- Systems and Automation
- Army Audit Services – AR 210-50 Compliance

Next Steps

Program Implementation

- Communication Process
- PDS Overview
- Memorandum from IMA and ACSIM
- Management Training
- Functional Level Training
- Metrics Reporting Procedures
- AR 210-50 Adjustments

Future State

On-going Operations

- Execution of Plan
- Continued Training Support
- Monthly & Quarterly Performance Review
- HSO Management Forums (Annually)
- Continued Systems Enhancements



Customer Assessment

- Approach
 - Analysis of Army Demographics
 - **Customer Forums**
(Fort Lee, Fort Riley, and Fort Shafter)
- Readout & Feedback





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Customer Forums (What They Said)

- Little to no knowledge of services available or the organization responsible for referral and home-finding support
- There is a **trust** factor using Army resources, but very small **confidence** factor in abilities
- The opposite is true for private sector services there is generally a high **distrust** factor, but a much higher confidence in their **skill sets**
- Most have access to and use the **internet frequently** as a means of communications
- **Less experienced** soldier and families are more likely to need support with **basic** housing services

Housing Customer Experience Chart of Support Needs





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Customer Forums (What They Said)

- More experience required
- High degree of frustration with the type and quality of support provided by traditional housing office
- In general, the participants believed there was inadequate command support for CHRRS and sponsorship program is very poorly executed
- Establishing adequate living arrangements is one of the most stressful aspects of a soldier's PCS experience

Customer Changing Needs	Current CHRRS	New
Home buying and selling support		
Housing counseling services		+
Unfair practices and discrimination complaints		
Household goods departure and arrival		
Proactive and convenient communications		+
Ease to find and access housing listings		+
Rental property accurate listings	-	+
Off-post housing quality inspections		
Family Decision Making Support (Preferences)		
School district information	-	
Shopping availability	-	
Local government statistics (crime rates, etc.)		
Drive time and distance to installation		
Other community characteristic	-	

+ Highly Effective

Effective

- Ineffective



Recommendations (Based on Customer Input)

- Change is the consistent:
 - Customer needs and wants
 - Levels of support varies
- Internet use and access is a prime opportunity for engagement
- Different markets require some degree of flexibility and differentiation
- Build an operations that leverages Common Levels of Support, but still has the advantages of adapting to local market demands





Stakeholder Assessment

Approach

- Conducted internal and external forums (property managers, owners, real estate agents, local government and chamber representatives)

Conclusions

- Internal (Army)
 - Currently very **poor end-to-end alignment** or cross-functional cooperation
 - Turf battles are very common at an installation level
- External
 - Stakeholders' tend to work in the best interest of their clients (property owners)
 - Genuinely want to provide a **good quality service** to customers [Army families]
 - Return on investment and **“reasonable”** securities / protections are desired
 - **No meaningful customer satisfaction** measurements or actionable interest



New and Improved Community, Homing-finding, Relocation, and Referral Office

Housing Services Office



HSO Charter

Vision Statement:

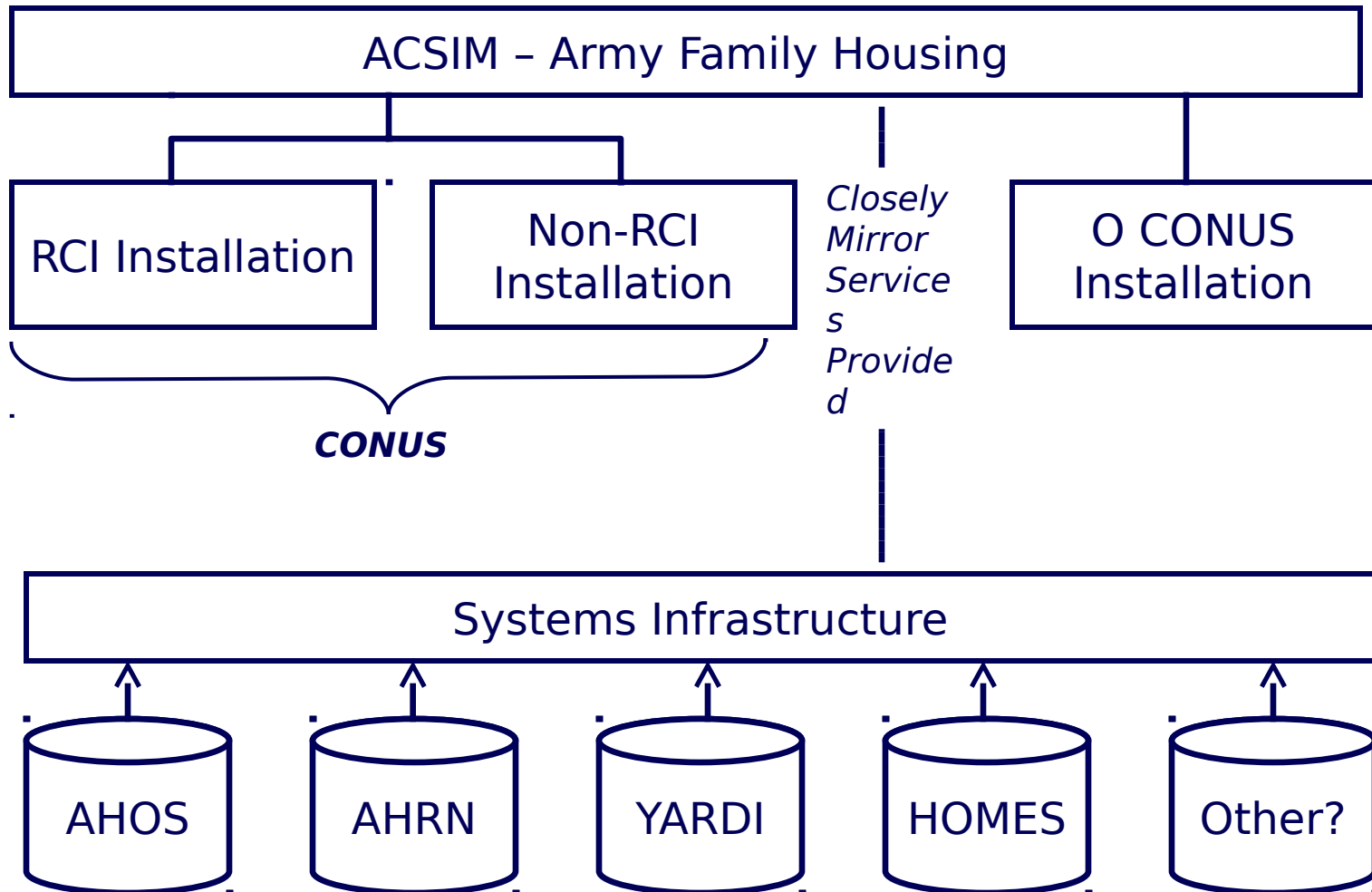
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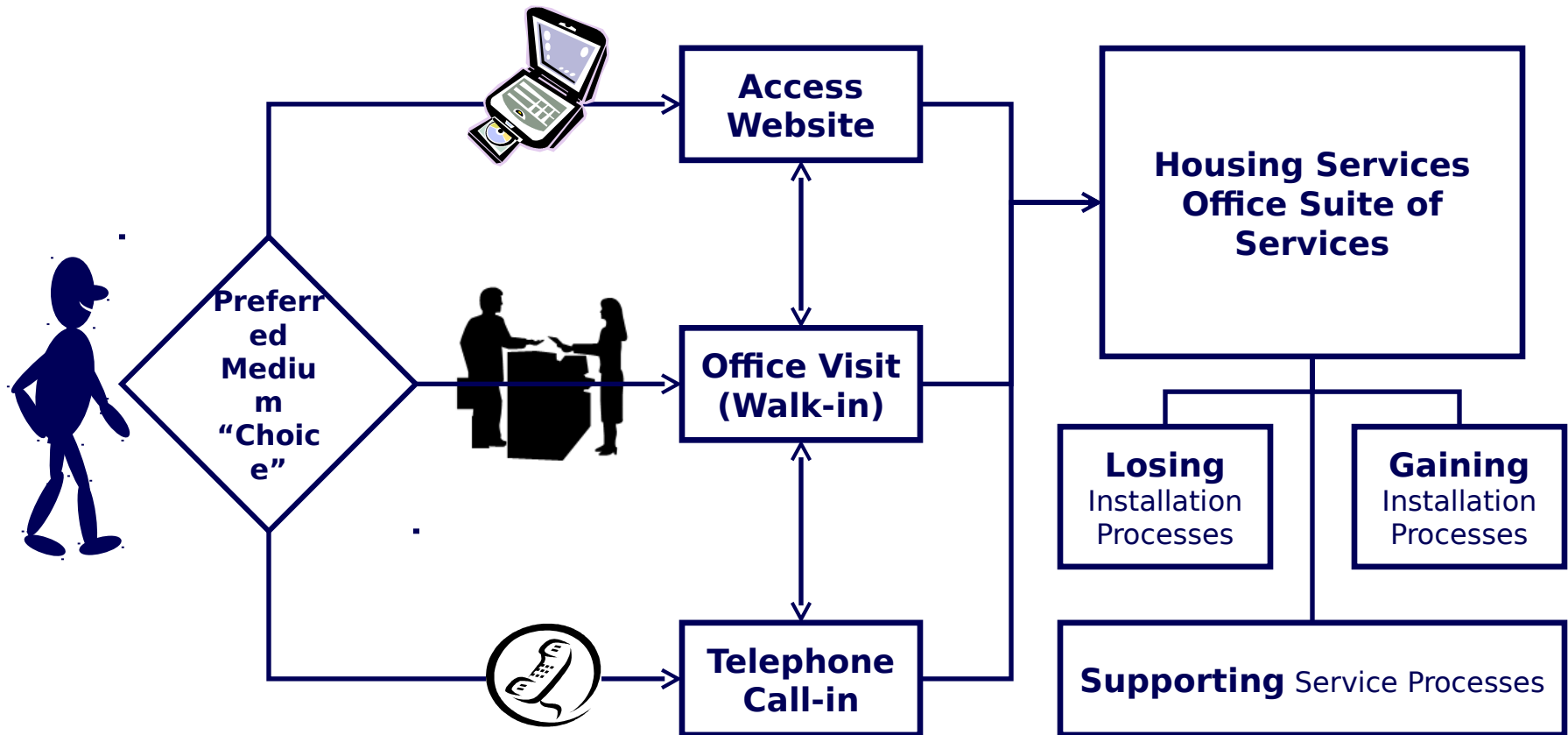


Army Housing Functional Structure





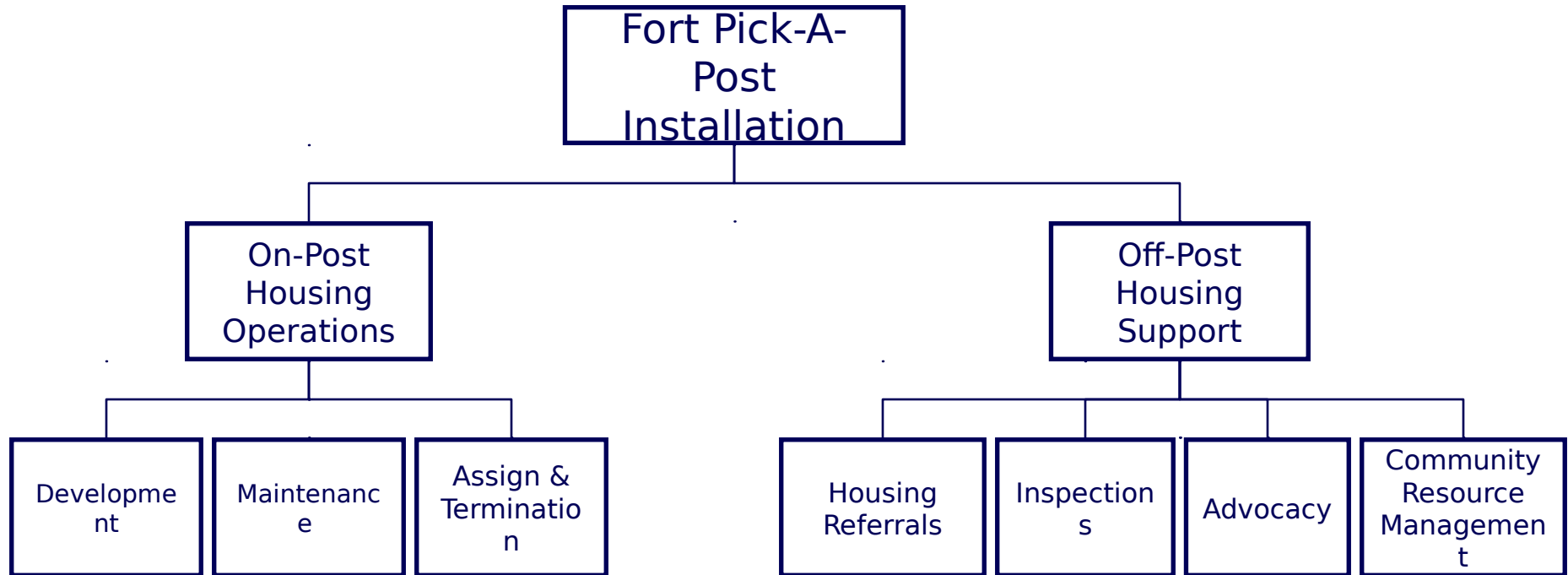
Customer with HSO Engagement Process





CHRRS Redesign

Future Organizational Structure



Systems Interfaces (Infrastructure)

- On-Post Housing Ops
- Off-Post Housing Support

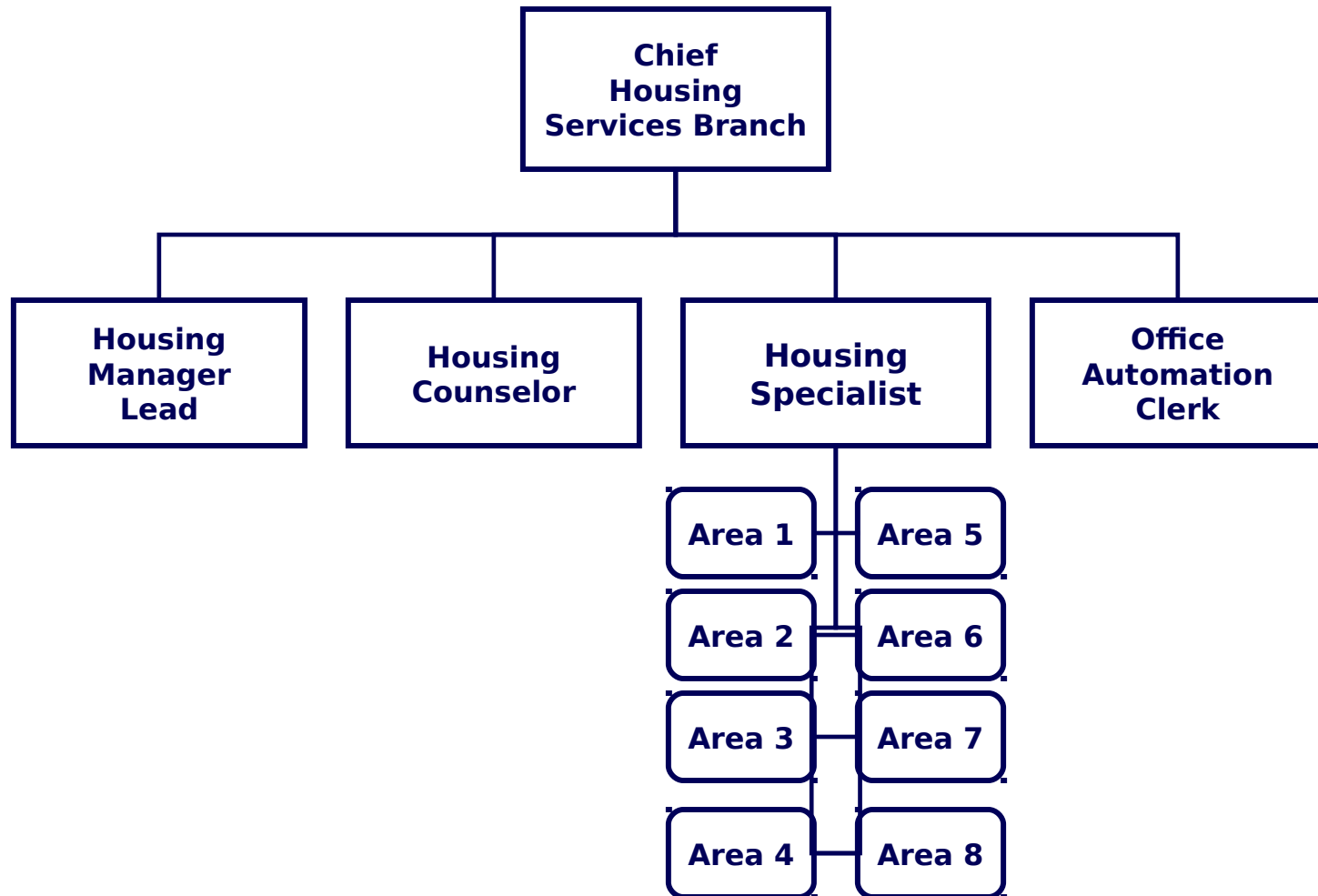
On-Post Housing Ops

- People
- Processes

Off-Post Housing Support



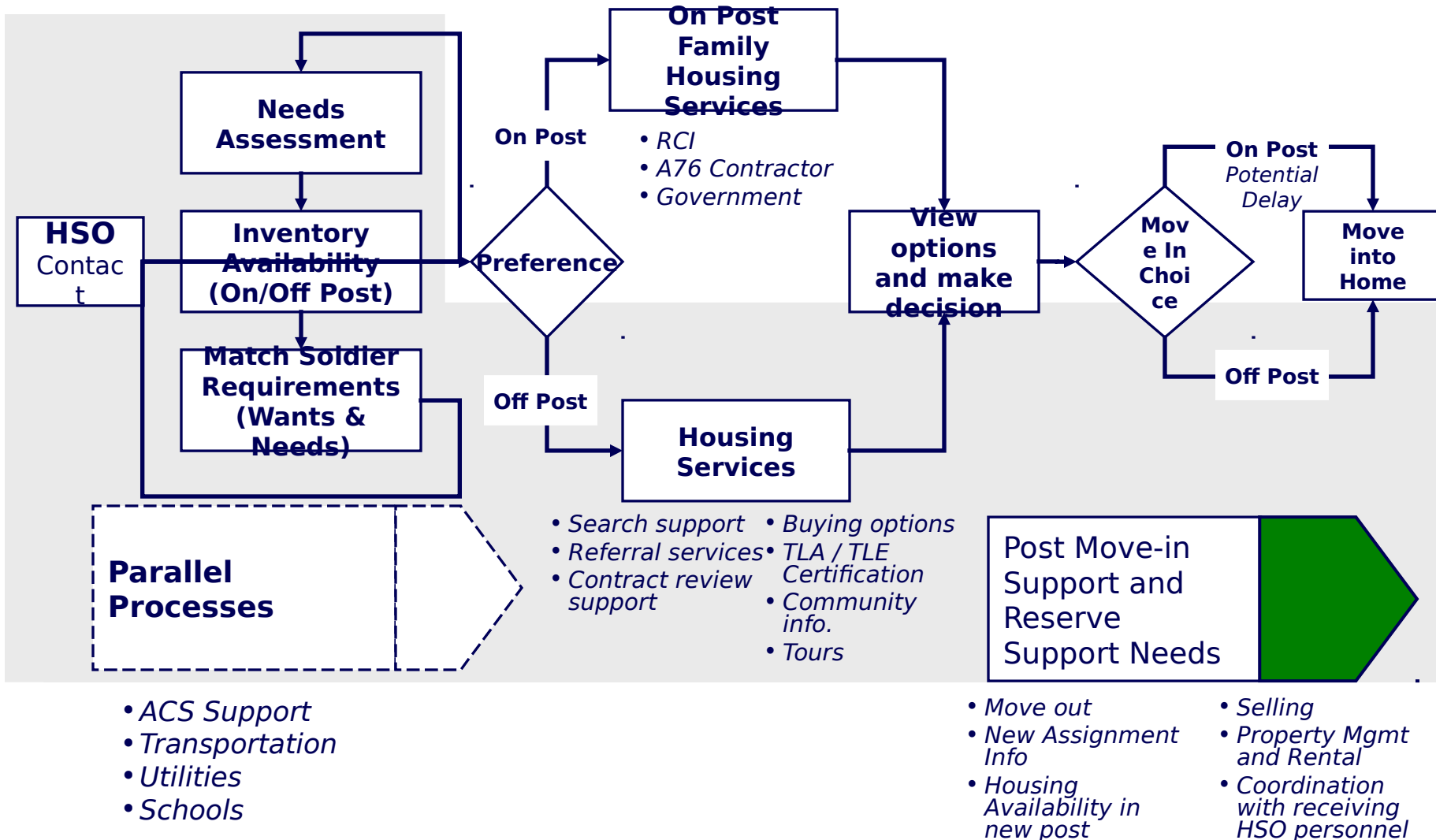
HSO Organization Structure





CHRRS Redesign

HSO - Customer Support (Gaining)





Summary

- New name – Housing Services Office
 - More recognizable to Soldiers, families, and external stakeholders
- Improved services
 - Method of delivery (Internet usage by customer)
 - Types of services (Home-buying information)
 - Level of services (Modeled after Hawaii/Europe)
- Other improvements
 - Intensify collaboration with other housing relocation-related entities
 - Establish or enhance getting information to Soldier and family prior to PCS/Arrival at new duty station
 - HSO classes